

WOMEN AT-DOC

TODAY

and

TOMORROW

Communications
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Women at DOC — Tomorrow and Beyond

When Barbara Bloor, Assistant Deputy Minister, brought the idea of a conference to the department, it was met with great enthusiasm by senior management and by overwhelming support from close to 200 employees. Participants came together on January 31st to air their concerns and express their views about issues that affect them at DOC.

Ten workshops, which covered a broad range of topics, addressed concerns such as discrimination, changing corporate culture and the ever so delicate balance between family and career — What followed would be an exhilarating debate that touched not only on women's issues but people issues as well.

"I will definitely be taking the results of the conference to the Senior Management Committee to tell them what women at DOC feel. Beyond that we can organize further conferences, follow up on particular issues, look carefully at certain programs that exist or pursue the development of others."

"I want to hear first what's concerning you. And then, once we have all of that in front of us it will be easier to determine a course of action. So, what happens beyond will depend very much on what happens today."

But beyond *Beneath the Vencer*, the women at DOC had their own agenda. The discussions were dynamic and enlightening. It's the beginning of an era of changing attitudes, and change has to occur from the bottom up and the top down.

Throughout all the issues that were debated, one overwhelming fact became clear — that this is not a female problem but indeed a non-gender attitudinal problem.

The gender specific statistics are nonetheless irrefutable. Women's representation is too low at upper levels of management, and issues like compression and "pink ghettos" need to be scrutinized and resolved.



On the subject of management styles — male or female, is there a difference?

This conference was more than DOC's response to the report of the Task Force on Barriers to Women in the Public Service. Through the energy, enthusiasm and creativity of the participants, it became a powerful tool to address the burning issues which affect the departmental workforce.

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Issues in a capsule

Every employee faces obstacles in his or her career. Some are psychological, such as lack of confidence, some are social, such as lack of education, and some are organizational in nature, such as a dictatorial superior. Unfortunately, not only women, but all employees face these barriers in one form or another.

Perceptions are important. Once an employee is perceived in a particular way, it takes radical action to change that image. Unfortunately, the employee is too easily tarred by the immediate superior's brush. That's why development and bridging programs are so important, involving mentoring, lateral moves and exposure to higher levels of management where the employee gets the opportunity to gain, and offer, some different perceptions. Everyone needs greater visibility, not only to capture the view outside one's own silo, but to be seen by others from a different vantage point, and to relate to them on equal footing.



Equity is of growing importance, not because it is fashionable to promote the careers of women, visible minorities, aboriginals and persons with disabilities, but because it is pure democracy in the workplace. Equal opportunity to do equal work for equal pay. Sounds easy, but try putting it into practice.

Men tend to get more quality training for advancement, and more opportunity for promotions. This

An interested audience participates in the forum.

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stems in part from the unspoken existence of an old boys' network that rewards its own kind for maintaining the status quo — a status quo that should have been toppled a few decades ago.

Hierarchical organizations are the enemy of all employees, not just women. That's why the flow of information, through departmental communiques, and information lunches attended by mutually supportive employees regardless of level, are so fundamental in changing perceptions, attitudes and behaviours. Policies and programs that are well-advised have the greatest chance of being accepted and capitalized upon.

Training is only one stream of the information flow, but it is one where the nutrients are rich, and where fertile minds are encouraged to spawn innovative ideas. Unfortunately, training is too often doled out as a kind of reward system, a day's or a week's vacation for the favoured employee, when in fact the employee who has a crying need for proper training might be just another desk or cubicle away. Objective analysis of

training programs seems to be one way to come to grips with this situation. A simple database applied to training administrations — graphed to illustrate when, where and to whom the training is given — would serve as a logical starting point to discuss where training dollars are spent.

Another serious obstacle to a healthy work environment is the nose-to-the-grindstone work ethic — working 10-12 hours a day and taking work home on weekends. Militant superiors who earned their stripes this way like to make sure their troops come up through the ranks with equally hard slogging. Meanwhile, more employees want the flexibility to set their own work schedule with respect to core hours, the flexibility to stay at home with work that requires intense concentration, the flexibility to work through the lunch hour in order to leave early.

If managers were better trained on their way up the departmental ladder, perhaps they would become better managers. Unfortunately, they are not trained for it, but thrown

instead onto the ladder and told to climb. In some cases, this kind of corporate Darwinism could breed a power-hoarding manager who withholds responsibility from his employees, or a manager who hides his incompetence by delegating his workload onto the back of his subordinates. Neither is an asset to the department. Fortunately, human growth potential is enormous, but it requires a desire for change, and thus a top-down mandate to set the tone on human resources development is essential.

Today's employees are also seeking quality of life with a fervour equal to their pursuit of financial stability. The company icon above the desk is slowly being replaced by pictures of spouse and children. And a department that penalizes an employee for wanting and nurturing a family life will soon alienate, and ultimately lose that employee. Just as much as women, men too need time off to care for sick children, or to attend special events in their family life. The Department must recognize that employees do not come to work piecemeal, but arrive full-blown with psyches intact. Not only an economist, but a worried father of a sick child; not just a project manager, but a mother who must get home before the daycare closes.

Women face specific problems not frequently shared by men. Sexual harassment and discrimination, although definitely on the wane in the enlightened corporate environment, are still factors in some locales. Especially in non-traditional roles, there is generally a feeling of isolation. Even in a normal corpo-

rate environment, women need mentors, role models and buddies. Networking can facilitate better adjustment into corporate life, but networking tends to be informal, and there is too little commitment from management to promote it as a formal process.

The family, although seen predominantly as a woman's issue, is really a people issue, a management issue. Women need maternity leave, and they need a little extra consideration both during their pregnancy and after they return to work. They may need the freedom to explore alternatives to the standard work week, perhaps a permanent part-time policy, or more flexible hours. Women themselves have to adjust to the change in their lives that motherhood can bring. Most realize that they can't have it all, that they can't give 60 hours a week to the department and be a super-mom at home too. They need to set their own priorities for life, and the decisions they consequently make are not simply female decisions, but human decisions.

To overcome the myriad obstacles facing them as well as all employees, women must become self-supportive and innovative. By sharing information, insight and encouragement, they can stimulate opportunities for growth throughout the Department. And after creating alternatives to the existing status quo, they must take responsibility for their own subsequent choices. Training and career development are important, but no more so than attitude itself, for that is the keystone upon which all other progress is built.



Sylvie Gravelle and Andre Pilon agree that many issues are non-gender.



Participants prepare their presentation for the plenary session.

Alain Gourd, Deputy Minister, addresses DOC conference –

Women Today and Tomorrow

When the idea of a conference first came to the senior management committee, Deputy Minister Alain Gourd immediately responded to an opportunity to address the forum.

"There may be a need to create some new programs or streamline existing ones," he said during the conference luncheon, speaking candidly about the various difficulties we face in this political and economic climate, balanced against the need to address the growing importance of women in the workplace.

Mr. Gourd voiced his own personal concerns about the extent of hours of work in the department and the pressures these placed on family life. In the face of rather bleak statistics, he strongly supported any and all efforts to increase women's representation at all levels, especially in upper management.

"I am anxious to see the results of your work and efforts today and I intend to meet and discuss your recommendations with my management team. It is important that a group, like this one, does provide critical analysis of the situation of the Department and recommendations pertaining to areas where we can do better. So, I want to assure you that, through Barbara Bloor, who is a superb ambassador of the question, the final product will be examined and, as much as possible, applied within the Ministry."

"If we agree that the Public Service is a critical institution for the progress of the country, it is important that it be truly representative of the country, which means a more equitable representation of women in management. And so I feel strongly that specific efforts must be made to ensure better representation of women in the Public Service,



particularly in the management ranks."

When we look at the statistics the facts become crystal clear. Even though women make up 44 per cent of DOC's population only 18 per cent are on the management team. Eight per cent of women are employed in non-traditional occupations, while 88 per cent of women make up the administrative support category.

To address these imbalances, greater emphasis should be placed on recruitment of women, both for management and for non-traditional occupations within the technical, scientific and professional categories.

Barbara Bloor introduces Alain Gourd to the conference

Dear Deputy Minister:

What avenues can women take to have problems such as harassment recognized without the issue being focused on them personally?

Would it be possible to hire an ombuds-person or independent psychologist to address certain management problems in the department?

Is there a way that we can arrange other events to increase interaction between sectors?

Is the department going to initiate training programs so that women have an opportunity to be promoted to other categories?

What can we do to get rid of the invisible barriers that prevent family and work from enjoying a happy partnership?

There should be greater accountability for all managers and better ways to make problems known. A suggestion might be to appoint two liaison officers. We could also conduct interviews with women who have left the Department. There should also be informal communications channels.

Although there is less capital available we should put our money where our mouths are in order to increase women's representation. Perhaps a qualified person within the Department could accept this challenge.

This feeling is shared by a great number of people in the department. We have met with a certain amount of success by launching a series of forums. We are continually finding other ways to increase the opportunities for people to gather.

The fitness program has had a good deal of success, as have some informal lunches. Another suggestion might be to open the library on weekends and supply coffee to allow employees to interact with one another. Visits might be orchestrated so that employees from different sectors see first hand where their colleagues in the Department work.

We have just launched a Management Training Program and we are allocating more funds to others, with particular emphasis on better representation.

One of the biggest problems in the Department are the working hours which are deeply etched into the corporate culture. I'm convinced that many activities, in which we are involved for historical reasons, could be managed locally at a lower cost, thus allowing more time to focus on our core essential activities, without reducing the personnel.

Because we have fewer resources we should do less with less. We should also stop saying that we have to do more. Therefore we'll have more decent lives and we'll do our jobs better.



Stephanie Perrin directs a question to the Deputy Minister during the Luncheon.

Workshops Highlight Major Issues

Over the course of the workshops, there emerged several common themes confronting not only women but the Department as a whole. For example, it was noted that many worthwhile initiatives and programs falter because information on them is not generally accessible. Through communigrams, postings and other departmental publications, a greater effort should be made to inform employees of what's happening in the Department.

To counteract the feelings of isolation in any "office ghetto", the practice of mentoring, or receiving guidance from an established role model, could facilitate an employee's career development. Ideally the mentor functions as ombudsperson and counsellor, providing both direction and contacts in an unfamiliar organization. In some situations, a psychologist might even be utilized to address grievances and other personal difficulties encountered by employees.

Although training is usually the first budgetary casualty in tough fiscal times, the need still remains to develop employees through education and training, both within and outside the Department. Unfortunately, there appears to be little or no equity in the granting of educational leave to male versus female employees. One way to clarify and ultimately redress this inequity would be to gather the statistics on such arrangements in a database, and if this perception indeed reflects reality, use the results as the basis for developing a more equitable program.

Like every organization, the Department has its own unique culture. Day's end crisis management seems to sum it up. While the rest of the world is on its way home to dinner, this Department is putting out fires that should have been prevented or spotted the week before. The prevailing work ethic seems to encourage a schedule of late evenings in the office,

with little flexibility to adjust core hours, stay home with work or simply tackle the job earlier in the day. A corporate culture like this doesn't just discriminate against women, traditionally the family caregivers and managers, but it leads inevitably to physical burnout and family stress for men as well.

Getting people to think and work differently is no small campaign, and this brings us back to both training and communications. Since strategic thinking isn't something people are born with, it should be developed through training and encouraged through practice. And the positive results of such training and such initiatives must be communicated broadly to all employees, so that more people can experiment with their own reforms.

Let us entertain you – Théâtre Parminou

Exploiting the power of theatre, Théâtre Parminou successfully set the stage at the conference for dialogue on matters of equality and social justice. Founded in 1973, the company has performed for over 500,000 people in Québec, Canada and Europe, expounding their message against discrimination.

Their heartwarming and provocative performance, delivered in a bilingual format, addressed sensitive issues like harassment in the workplace and the difficulties encountered in balancing family and career.

Through the use of group participation, the performance enabled the audience

to explore a realistic expression of the issues that had brought them together in the first place.

Théâtre Parminou's performance unfolded revealing real life and workplace scenarios. Later in the presentation, volunteers in the audience rewrote the scenes by placing an actor on stage. One of the

male members of the audience performed a scene with such vitality and conviction that he was acclaimed with a standing ovation. Parminou was a huge hit and everyone walked away inspired, educated and entertained.

"We must work together at finding collective solutions so that everybody, men and women, will really have the choice to do the job they desire."

— Théâtre Parminou

What really lies beneath the veneer?

Cathy Downes, former member of the Task Force on *Barriers to Women in the Public Service* and *PS 2000* explored the findings disclosed in *Beneath the Veneer*. The study followed an extensive research plan including 20,000 Public Service employee interviews, case studies and various qualitative and quantitative analyses.

Ms. Downes revealed that even though women are likely to become a majority of the workforce, they are not represented equally in all occupations nor at all levels. She cited concentration, compression and retention of female talent as significant problems in the Public Service. Her expose allowed the participants to focus on some important issues facing women in the workplace.

"Of 125,000 Public Service employees, 93,000 (43%) are women,

but are not represented equally in all occupations nor at all levels. 75% of women in the Public Service are concentrated in four (CR, ST, AS, PM) of the 72 occupational groups. Female representation is the highest in the administrative support category (83%). 60% of all women are in the clerical or secretarial group and 44% of all women are in the CR group."

"And even though women account for almost 50% of public servants, only 17% make over \$40,000 a year."



Cathy Downes presents the results from 'Barriers to Women'



'Parminou' entertains and educates.

Clearing the Hurdles: Recommendations for DOC

As a result of the many workshops held by the women in DOC over the course of a day, a number of common concerns and problem areas were identified. Interestingly, these problems were recognized as impediments, not only to the career development of women, but of all employees. Thus, it should be emphasized right from the outset that the obstacles identified, and the solutions that have been proposed through subsequent discussions, are not merely women's issues, but people issues.

From the many suggestions and recommendations that emerged from these sessions, a number of common themes coalesced:



Barbara Bloor presents her views on Women in DOC

1. Mentoring
2. Corporate culture
3. Training and development
4. Internal communications
5. Management styles
6. Stereotyping and ghettoisation

As can be seen from a quick glance at this list, there is little to suggest (except possibly #6) that these are solely women's issues. In fact, as we shall see, even the latter point has elements that affect both sexes.

The following recommendations are being offered without specific considerations of budget, timetable, feasibility, etc, but simply on the basis that they are serious issues that ought to be addressed in a practical manner. Further discussions will undoubtedly be necessary on each of these items to develop plans of action, to identify existing programs upon which to model our own, to budget for, and so on.

1 A Career would be less of a Maze with a Mentor

Upon being introduced to a new environment at one time or another in his/her career, what employee has not felt a little bit lost? Think back to your own first days, weeks or months in the Department, and imagine how much easier your transition could have been if only you'd had someone to show you around. And not just for the mundane things, like the location of the washroom or a photocopier. That's the sort of thing that can be provided by any fellow employee. What we've identified here is the need for a real mentor, a trusted counselor or guide, a tutor and coach—someone who can show you how things really work in business, in government, in a bureaucracy.

Every new employee experiences feelings of isolation. How long those feelings last depends on a lot of variables: the personality of the employee himself, the nature of the work environment (e.g., team work vs solitary work), the attitudes of his boss and his co-workers, the presence or absence of support mechanisms, etc. But regardless of the employee's personality and the external factors, there is no doubt

that a new employee can be oriented more quickly, positively and successfully through the guidance of a mentor.

In practice, this begs for the development of some kind of voluntary buddy system, whereby experienced individuals would provide mentoring to new or junior employees. Ideally, the mentor would be an experienced manager, preferably two or more levels higher, not necessarily on the same career path. The mentor could be a source of information not readily available through formal channels, could be a sounding board for questions and concerns, and could facilitate introductions to others of the management team throughout the department.

The idea is not so much to provide a sponsor of the employee, but to ensure at least one friendly, non-judgmental face among the crowd. The mentor should have no other vested interest in your career but to see that you get the opportunity to make the best of your talents and, in so doing, find fulfillment as an individual, and lend support to departmental goals and objectives.

2 Corporate Culture is what we make of it

You read a lot these days about corporate culture—Japanese firms with their "work with us until you die" ethic, IBM's blue-suited bureaucracy, Apple's casual-dress brainstorm teams. As more and more corporations look to improving the bottom line through improving their operation, increasing efforts are being made to mould the culture to fit the goals. In some instances the

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Participants break for lunch.

status quo prevails—If it isn't broken, don't fix it. But in many other companies, the executive realizes that, to stay current with both the demands of the marketplace and fiscal policy, Efficiency and Productivity must become the new gods of the corporate pantheon. In other words, Let's do it right the first time.



Juggling family and work related responsibilities — a major concern for employees.

At DOC, the corporate culture bears some resemblance to a military organization. Barriers to management exist in the form of tests, language requirements and other criteria that may have little bearing on the ability to do the job. It was perceived that an unofficial Old Boys' Network ensures that information, opportunity and access are granted only to the initiated. Work hours are generally inflexible and slanted towards late starts and late finishes to the working day, something that doesn't wash very well with anyone who has family responsibilities outside of the job. Most disheartening of all, this Department seems to lack the capacity to manage the daily and weekly workload and is unable to set priorities, in that everything is a priority and therefore everything must be done now.

Changes are needed. Management needs to be more flexible in allowing ideas, suggestions and opinions to filter into hitherto closed circles. Lateral moves should be encouraged to break up and cross-pollinate some of these cliquish enclaves. The policy on hours of work should be more widely communicated, and flexibility encouraged with respect to compressed work weeks. Non-traditional forms of working arrangements should be not just tolerated but encouraged, e.g., permanent part-time work and job sharing. And in order to prevent requests for these opportunities from being stalled at the lower levels,

'denied' requests should be reviewed by senior management to ensure their concurrence with the denial of opportunities.

Position qualifications should be examined more closely to see if they truly require linguistic skills at the levels indicated in job postings. Many employees feel strongly that there is excessive use of the bilingual imperative in staffing positions, and that these imperatives severely restrict the scope of the competitions. Even on a non-imperative basis, the demand for level "C" to staff positions is a hindrance to some careers, as it is a level difficult to attain.

Workload should be prioritized and scheduled so as to eliminate last minute panics. Too often, insufficient planning and prioritization lead to unrealistic and unnecessary deadlines that simply burn out the employees upon whose shoulders the deadline is dumped. More direct-line communication is needed between upper and lower levels so that priorities and deadlines are correctly interpreted.

3 Wanted — Training and Development

A commitment to training and development is a prerequisite of any evolving corporate entity. Generally, we won't get any better at all the things we do simply by repeating what we already know. There are often better ways of operating, but we have never been shown how. Training first opens our minds to new possibilities, then reinforces our confidence in these techniques through feedback until we are ready to put them into practice back on the job.

Everybody knows how important training is, and pays lip service to the concept until their lips are chapped. But try and get on a training course you need for advancement. Then listen to the excuses. "You're not quite ready for that yet; we'll send

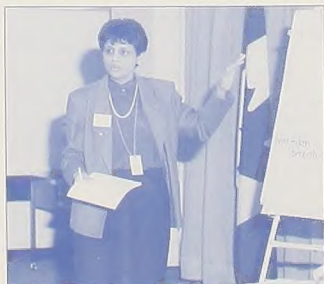
you after you get promoted." "We're too busy right now and I can't let you go." "We'll see." "No funds".

Training is too often doled out as a kind of reward system, and men seem to get rewarded more often than women, particularly in regard to technical training. There seems to be no equity regarding educational leave. In order to validate this perception, the department should develop a simple database to monitor training. For instance, where have our training dollars been spent over the past five years—by branch, region and classification? Once we find out when, where and to whom training is being given, then we would have a logical starting point to discuss where and how training budgets should be equitably spent.

Formal training is only one side of the development coin. The other side involves secondment or bridging programs such as have been successfully carried out at Health & Welfare and Statistics Canada. It's time the Department took a closer look at what other departments are doing in this area. We should keep in mind as well that, in an era when downsizing programs are widespread, and plateauing more and more prevalent, we should be paying attention to programs that enhance as well as advance careers.

One caveat, however, in order for these developmental programs to succeed, would require the Human Resources Branch, responsible for administering these programs, to be automated. Right now, the human resources management system is a largely manual operation. To be truly effective, it needs modern office technology, e.g., database applications, to monitor and report on the progress of various programs.

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Veena Rawat outlines issues facing women in non-traditional areas.

With new information technology entering the workplace, DOC women should be made aware of such alternatives and take advantage of training in this area. Computer applications, electronic mail, effective communications—all of these are fertile areas in which to further our development, no matter which niche in the Department we might occupy. And remember, self-development is in large part our own responsibility. We have to speak up and demand training that is, or will be, integral to our evolving roles.

4 Reach Out and Inform Someone

As we've heard so often, this is the Information Age. No longer an economy that relies on raw materials or industrial output, ours is now an economy whose fuel, and product, are information. DOC, in its role as advisory and regulatory body, is near the center of that matrix. Ironical, isn't it, that our own internal communications are deficient, that our own employees are not nearly so well informed of the things that matter most to them?

For example, information on vacancies and opportunities for temporary postings should be more broadly communicated. Too often, selections are being made before most employees even hear a vacancy exists. In a broader context, information is also lacking about the various programs and services available to all federal departments. We need a means to make these services more generally known. One way is to provide greater detail on personnel services through the Employee Handbook, or to produce a directory specifically on personnel services.

Communigrams should be sent out to all managers/supervisors, alerting them to new services, or changes to existing ones. A video could be prepared to advertise the diverse services of the Human Resources Branch, and in this format, could be communicated easily to the Regions as well. The concept of a mobile resource team should also be entertained, whereby one or more individuals could deliver presentations and disseminate brochures, handbooks, etc., on services and programs throughout DOC and the PSC, both at Headquarters and in the Regions.

The status quo of management presentations should also be examined. Too often, women are being relegated to a support role in projects, and not being given the opportunity to communicate findings and recommendations to higher levels. Visibility is important, as is intellectual recognition for work well done, and the two can find fulfillment together in presentations to ADM levels and above.

Staff meetings themselves should be conducted with all support staff present, so that everyone has an equal opportunity to receive news at the source, and provide input to issues that affect them. Information lunches are another means of informal discussion that should be promoted in order to address miscellaneous issues of concern to women. The more we know, the better equipped we'll be to make decisions affecting our careers in DOC.

5 Management Style – Time for a Change in Fashion?

"Management is not being brilliant. Management is being conscientious. Management is craftsmanship. Management is doing a very few simple things and doing them well." — Peter F. Drucker, Management Consultant.

During these various workshops, the general observations on management can be summarized in one statement—management must alter its ways in the face of changing issues and the demands of a changing workforce.



Round table discussion on issues concerning DOC women.

There were opposing views expressed on the differences in the management styles of men and women. It appears that an Old Boys' Network encourages at least a sense of teamwork among male managers that is not shared by female management. Paradoxically, male managers tend to show less concern for the wellbeing of employees in their obsession to deliver the goods at whatever cost. To correct this sort of imbalance, the DM and ADMs should be encouraged to reward the good management of employees, as opposed to the management of projects.

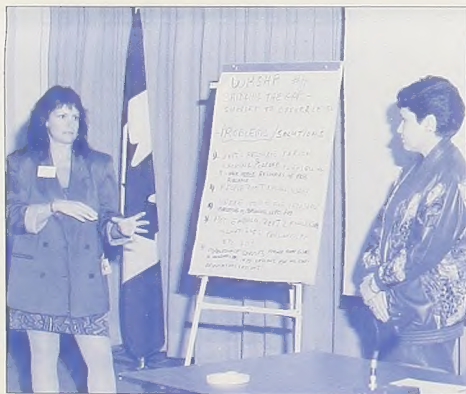
In order to illuminate management strengths and weakness, exit interviews should be conducted when employees leave the department, so as to identify and address any common problem areas. Managers should also be assessed in terms of their abilities to manage their employees, an issue that could be clarified if employees themselves were given the opportunity to evaluate their managers.



Dynamic discussions ensue on non-traditional occupations.

In general, managers need to be educated in terms of work ethics, encouraging them to examine and reconsider their own beliefs and practices in terms of the Department's tendency towards late hours, crisis management and authoritarian power structures. Managers need to become aware of not only women's issues and problems, but also the broader issues that reflect an entire generation's change of focus, i.e., allowing personal self-fulfillment equal footing with career goals.

Too often, it appears that managers are promoted into positions for which they are psychologically or professionally unprepared. This sink-or-swim *modus operandi* needs review and adjustment. Before being promoted, ready-now candidates should receive management courses which focus on people management skills. These would include modules on how to encourage responsible management, how to apply human resource concepts, how to change the departmental mindset at higher levels—in short, how to improve overall managerial competence in light of departmental objectives.



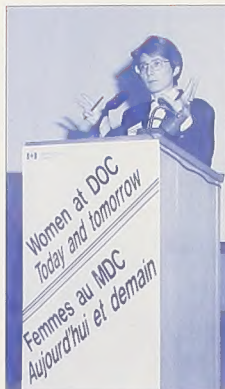
Donna Ward and Mary Quocato present their group's findings.

6 The Executive in Grey, The Secretary in Pink

Despite the admirable initiatives of the Treasury Board, and the resultant focus on equity in the workplace, the reality in many departments of the PSC is not much better than portrayed in most cartoons. The executives are men, the secretaries women, and salary levels are in direct proportion to the number of Y chromosomes in your system. We know things are changing, but they never seem to change fast enough. We are always hoping that it will be better for the next generation. Not today, maybe tomorrow.

If nothing else, we are now in the process of fighting to change perceptions. Once a clerk, always a clerk? Not any more. Women and other minority groups, and here we might as well include the stereotyped of either sex, should be afforded greater opportunities to prove that they can be more than they seem. Secondments should be more numerous and available, and postings circulated to create opportunities that will lift people out of their ghettos, pink or otherwise.

Aside from our professional roles, the other stereotype that we must fight against is the notion that only women have responsibilities for family care. It just isn't so. True, women must take maternity leave to have babies, but men also want and require parental leave, days off to be with sick children, and flexible hours to pick up children after daycare. Attitudes to parenting are changing radically with the generations, and departmental sensibilities and practices must change as well to accommodate departures from the stereotype.



Francine Chabot-Planté relates her group's views on management styles.

Finally, women should take care not to cast themselves into another stereotype either—that of Superwoman. Outside of cartoons, she rarely exists. To become obsessed with one's career will surely exact a price on your home life. In a nutshell, you can't have it all. Balance, above all, is necessary if you want to walk this tightrope.

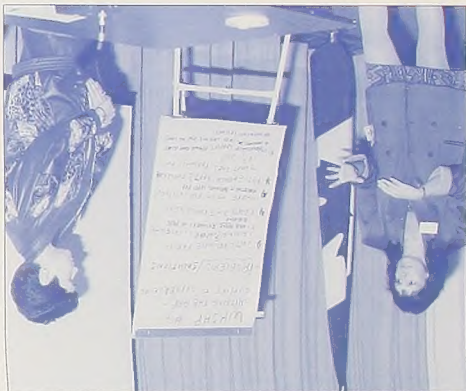
Ultimately, not only women but all employees must become more creative. Let's not sit and wait for the executives to change things. We must identify problem issues and propose solutions. We must demonstrate to management how it is in their best interests to listen to our suggestions and to follow through with practical action plans. Together, we can be pioneers in forging a management style and culture that is supportive of departmental goals and conducive to the individual aspirations and lifestyle of all employees.

Send your comments to:

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Donna Ward et Mary Guocano
présentent les résultats des
discussions de leur groupe.



En général, les directeurs devraient être mieux renseignés en matière d'éthique du travail, ce qui leur permettrait de se former une opinion personnelle à l'égard des pratiques du Ministère, soit les longues heures de travail, la gestion des crises et l'autoritarisme. Les directeurs doivent être plus sensibilisés aux problèmes et aux aspirations des femmes, de même qu'à ceux de toute une génération qui met la croissance personnelle sur un pied d'égalité avec le cheminement de carrière.

Il semblerait que des directeurs soient trop souvent promus à des postes pour lesquels ils ne sont pas prêts professionnellement et psychologiquement. Plutôt que d'apprendre sur le tas, les candidats devraient suivre des cours sur la gestion du personnel, des cours pour apprendre à comprendre des modules sur la gestion responsable, l'application des concepts de ressources humaines, le changement des attitudes aux échelons supérieurs, bref comment augmenter la capacité de gérer conformément aux objectifs du Ministère.

6 Le cadre en gris, la secrétaire en rose

Malgré les louables efforts du Conseil du Trésor et l'intérêt ainsi généré sur l'égalité au travail, il reste que bien des ministères au sein de la fonction publique relèvent un sein de la canicule. Les cadres sont des hommes, les secrétaires des femmes. et les salaires sont directement proportionnels au nombre de chromosomes Y du salaire. On nous répète que les choses ont changé mais il semble qu'elles ne changent pas assez vite. Nous pensons toujours que les choses iront mieux pour la prochaine génération. Pas aujourd'hui, peut-être demain.

Nous en sommes au moins à essayer de changer les perceptions. Comme un jour, comme toujours ? Plus maintenant. Les femmes et les hommes bien inclure les stéréotypes de l'un et l'autre sexe, devraient avoir la chance de montrer qu'ils sont capables de faire mieux qu'on ne le croyait. Les détachements devraient être plus nombreux et les affectations devraient offrir des chances aux individus de quitter leur ghetto, rose ou autre.

Mis à part nos rôles professionnels, nous devons aussi combattre l'idée qui veut que seules les femmes ont des charges familiales. C'est absolument faux. Il est vrai que les femmes ont besoin de congé de maternité mais les hommes demandent de plus en plus souvent des congés parentaux, des journées de congé pour soigner un enfant malade ou des heures de travail flexibles pour cueillir les enfants à la garderie. Les mentalités à l'égard du soin des enfants ont beaucoup évoluées et les pratiques du Ministère doivent elles aussi être modifiées pour s'adapter à ces nouvelles données.

En dernière analyse, les femmes devraient faire attention de ne pas être victimes d'un autre stéréotype, celui de la superfemme, un être transmise s'il en est. Se consacrer manquant d'avoir des effets pervers sur la vie familiale. En un mot, il faut faire des choix. L'équilibre est primordial pour qui veut poursuivre de vie de tous les employés.

Le mot de la fin, c'est que les femmes et tous les employés doivent devenir plus créatifs. On ne peut pas permettre d'attendre que les cadres prennent les décisions et opèrent les changements nécessaires. Nous devons identifier les problèmes et proposer des solutions. Nous devons pouvoir à l'administration d'écouter nos suggestions et d'établir des plans d'action. Ensemble, nous pouvons créer un style de gestion et une culture qui souscrivent aux objectifs du Ministère tout en respectant les aspirations et le style de vie de tous les employés.



Francine Chabot-Plante fait part
des discussions de son groupe
sur les styles de gestion.



Adresses vos commentaires à:
Barbara Bloor
Sous-ministre adjointe
Gestion intégrée
Communications Canada
300, rue Slater, Suite 448
Ottawa, Ontario
K1A 0G8

Les femmes du MDC devraient être tenues au courant des nouvelles technologies bureaucratiques et avoir l'occasion de poursuivre leur formation dans ces domaines. Les applications informatiques, le courrier électronique, les communications représentent autant de possibilités de formation, quel que soit le poste que l'on occupe au sein du Ministère. En matière de formation, c'est à chacun d'être nous de soulever la question et d'exiger la formation nécessaire à notre évolution au sein du Ministère.

Comme nous en avons si souvent entendu parler, c'est l'ère de l'information : notre économie ne dépend plus des matières premières ni de la production industrielle mais se nourrit et produit de l'information. Le MDC dans son rôle consultatif et réglementaire serait au cœur du phénomène. Quelle horne de consacrer alors le manque de communications à l'interne et le fait que nos employés ne soient pas bien informés des choses qui les touchent le plus...

L'information sur les affectations temporaires et les postes vacants, par exemple, n'est pas assez disséminée. Souvent, la sélection se fait bien avant que la plupart des employés n'apprennent l'existence d'un poste vacant. On manque aussi d'information sur les programmes et les services offerts aux ministères fédéraux. Il nous faut trouver un moyen de mieux faire circuler cette information. Une façon serait de donner plus de détails dans le manuel de l'emploi ou encore de publier un répertoire qui traite seulement des services au personnel.

Des communications devraient parvenir à tous les directeurs et superviseurs, leur faisant part de nouveaux services ou de modifications à des services existants. Un vidéo pourrait être préparé sur les services offerts par les ressources humaines, vidéo qui pourrait aussi circuler en région. On devrait examiner de plus près la possibilité de personnes ressources mobiles qui se déplaceraient à l'administration centrale et dans les régions pour faire des présentations, distribuer des brochures et des programmes de la fonction publique.

La forme des présentations de gestion devrait aussi être examinée. Bien souvent les femmes sont reléguées à un rôle de soutien et n'ont pas la chance de communiquer le résultat de leurs travaux et leurs opinions aux échelons plus élevés. La visibilité est importante, de même que la reconnaissance pour un travail bien fait et les deux sont le fait de présentations aux sous-ministres adjoins et à leurs supérieurs.

Les réunions d'employés devraient rassembler nous les employés afin que chacun ait la possibilité de recevoir de l'information directement et de faire valoir son point de vue sur des sujets qui le touchent. Les déjeuners-rencontres devraient aussi permettre la discussion de sujets qui préoccupent les femmes. Plus nous en saurons, le mieux nous pourrions faire des choix éclairés quant à nos carrières au sein du MDC.

« La gestion, ce n'est pas être brillant. C'est plutôt être conscient de ceux. La gestion est une technique simple. Il suffit de faire quelques choses petites choses et de bien les faire. » - Peter F. Drucker, conseiller en gestion.

Au cours de ces ateliers, l'opinion exprimée sur l'administration se ressemblerait à la nécessité de changements face à des situations nouvelles et aux demandes d'un effectif en évolution.

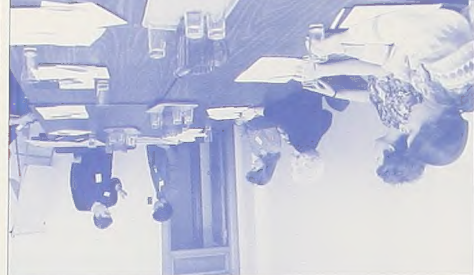
Alfin d'en savoir plus long sur les forces et les faiblesses de la gestion, on devrait interviewer les employés qui quiteront le Ministère, identifier les problèmes communs et y apporter des solutions. Les directeurs devraient aussi être évalués sur leur capacité de bien gérer le personnel; les employés eux-mêmes devraient avoir l'occasion d'évaluer leurs supérieurs.

À l'occasion d'évaluer leurs supérieurs, les employés devraient aussi être évalués sur leur capacité de bien gérer le personnel; les employés eux-mêmes devraient avoir l'occasion d'évaluer leurs supérieurs.

Les options étaient partagées quant aux différences entre les styles de gestion des hommes et des femmes. Il semblerait cependant qu'un réseau masculin informel donne au moins un esprit de corps aux directeurs masculins qui n'est pas partagé par les directeurs femmes. Les directeurs masculins prendraient moins en considération le bien-être des employés, oubliant qu'ils sont par la tâche à accomplir Pour corriger ce déséquilibre, les sous-ministres adjoins et le sous-ministre devraient encourager à souligner la bonne gestion du personnel plutôt que la gestion des projets.

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suivie à la page 8

Vives discussions sur les emplois non traditionnels



Table ronde sur les préoccupations des femmes du MDC

5 Les styles de gestion : nouveau mode d'emploi requis ?

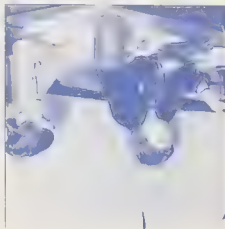
4 L'ère de l'information

Contourner les obstacles : recommandations au MDC

1 Des nombreux ateliers tenus par les femmes du MDC au cours de la journée ont permis de soulever un certain nombre de préoccupations et de ces problèmes créent des obstacles à l'avancement de tous les employés et non seulement des femmes. Nous tenons donc souligner que les obstacles identifiés et les solutions proposées lors des discussions qui suivent, concernent tout le monde.

Des nombreuses suggestions et recommandations proposées lors de ces ateliers, des thèmes se sont dégagés :

1. Le partenariat
2. la culture de l'entreprise



Barbara Bloor fait part de ses opinions sur les femmes au MDC

- 4 les communications internes
- 5 les styles de gestion
- 6 les stéréotypes et les ghettos

Il ne s'agit donc pas de problèmes spécifiques aux femmes, sauf peut-être le n° 6 et là encore, nous verrons que certaines situations sont communes sans égard aux différences de sexe.

Les présentes recommandations sont soumises sans égard aux différences de sexe. Elles visent à résoudre les problèmes que nous devons affronter dans nos fondations pour créer nos propres programmes, et enfin de prévoir les fonds

Un chimène-ment plus aisé grâce au partenariat

s'adapter plus rapidement, plus facilement et avec plus de succès grâce à l'appui d'un mentor.

En pratique, on pourrait envisager la création d'un système amical de bénévoles, ou des personnes d'expérience pourraient des employés junior. Le mentor serait idéalement un gestionnaire d'expérience, de deux niveaux ou plus au-dessus de l'employé junior, il ne suivrait pas nécessairement le même cheminement de carrière. Le mentor pourrait fournir des informations qui pourraient discuter avec l'employé de certaines questions et préoccupations de gestion du ministère.

Qui ne s'est pas senti perdu dans un nouvel environnement à un moment où un autre de sa carrière ? Souvenez-vous de vos premiers jours, de vos premières semaines et de vos premiers mois au Ministère et essayez d'imaginer comment la transition aurait été facilitée si quelqu'un vous avait aidé. Nous ne parlons pas ici de simples directions pour les toilettes ou de l'apprentissage du copieur ; n'importe quel employé peut vous fournir ces informations. Nous parlons plutôt de l'appui d'un véritable mentor, un conseiller, un guide, un tuteur qui peut vous montrer les rouages du monde des affaires, du gouvernement, de toute bureaucratie.

Il est tout à fait normal qu'un nouvel employé se sente isolé. La durée d'une telle sensation variera selon la personnalité de chacun, le milieu de travail (travail en groupe ou individuel), l'attitude du supérieur et des collègues, la présence ou l'absence de programmes d'introduction. Quels que soient cependant la personnalité de l'employé et les facteurs externes, il reste qu'un nouvel employé peut

La culture de l'entreprise : à nous de jouer

On entend beaucoup parler de nos jours de culture de l'entreprise : ce sont des compagnies japonaises qui prennent en main l'avenir de leurs employés, la bureaucratie bien craquée d'IBM, le style plus informel et créatif de Apple. De plus en plus de compagnies cherchent à arrondir leurs résultats en améliorant leur culture de l'entreprise à ces nouveaux

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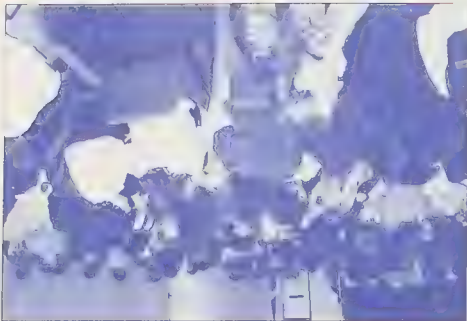


Photo: Peter W. Moore pour la presse

Le sous-ministre Alain Gourd prend la parole à la conférence – Les femmes au MDC aujourd'hui et demain

orsque l'on proposa la tenue d'une conférence au comité des cadres

supérieurs, le sous-ministre Alain Gourd sauta sur l'occasion de

s'adresser aux participants.

« Peut-être y a-t-il lieu de créer de nouveaux programmes ou de rationaliser certains programmes existants », a-t-il dit lors du

déjeuner-conférence, parlant sans détour des défis que pose l'importante grandissante des femmes dans le milieu du travail.

particulièrement dans le présent climat économique et politique.

Monsieur Gourd a fait part de ses préoccupations à l'égard du nombre d'heures travaillées au Ministère et des problèmes que cela pouvait causer aux familles.

Réagissant à un tableau statistique plutôt sombre, il a soutenu toute initiative visant à augmenter la présence des femmes à tous les

niveaux, particulièrement chez les cadres supérieurs.

« J'ai hâte de voir les résultats de vos travaux et j'ai l'intention de discuter de vos recommandations avec mon équipe de gestion. Il est très important qu'un groupe critique celui-ci fasse une analyse critique du Ministère et soumette des recommandations qui nous permettent d'améliorer notre performance. Je tiens donc à vous assurer que grâce à Barbara Bloor, excellente ambassadrice de la cause, le rapport final sera examiné de près et mis en application au sein du Ministère dans la mesure du possible ».

« Si nous considérons la fonction publique comme un instrument de progrès pour le pays, il est essentiel qu'elle soit représentative de la réalité nationale et que les femmes soient plus présentes au sein de l'administration. Je crois que des efforts particuliers doivent être déployés pour assurer une meilleure

Au sous-ministère

Quelles mesures peuvent prendre les femmes pour parvenir à la reconnaissance et au harcèlement sans être mises en cause personnellement ?

Serait-il possible d'embûcher un médiateur ou un psychologue indépendant pour discuter de certains problèmes de gestion au sein du Ministère ?

Pourrions-nous organiser des réunions pour améliorer la communication entre les secteurs ?

Le programme de conditionnement physique a eu beaucoup de succès, de même que certains rencontres-midi. Une autre possibilité serait d'ouvrir la bibliothèque les fins de semaine et d'inviter les employés à venir discuter en prenant un café. Des visites pourraient aussi être organisées afin de permettre aux employés de divers secteurs de voir ou travailler leurs collègues.

Nous venons tout juste de lancer un programme de formation en gestion et personnel et en accomplissant un meilleur travail.

Plusieurs nous avons moins de ressources à notre disposition, nous devons faire moins avec moins. Nous devons cesser de dire que nous devons en faire plus. Peut-être aurons-nous une meilleure qualité de vie et ferons-nous mieux notre travail.

représentative des femmes au sein de la fonction publique, plus particulièrement chez les cadres ».

Un simple coup d'oeil aux statistiques suffit. Quoique les femmes représentent 44 % des employés du MDC, seulement 18 % d'entre elles oeuvrent au sein de la gestion. Seulement 8 % travaillent dans des secteurs non traditionnels tandis que 88 % de femmes forment la catégorie de soutien administratif.

Afin de corriger cette situation, nous devons mettre l'accent sur l'embûche dans des occupations non traditionnelles dans les catégories professionnelles, scientifiques et professionnelles.

Les directeurs devraient être plus responsables et il devrait y avoir de meilleures façons d'identifier les problèmes. Nous pourrions peut-être nommer deux agents de liaison. Nous pourrions aussi intervenir chez les femmes qui ont quitté le Ministère. Il devrait y avoir des voies de communication informelles. Bien que nous disposions de peu d'argent, nous devrions investir afin d'augmenter la représentativité des femmes. Peut-être qu'une personne qualifiée du Ministère accepterait un tel défi.

De nombreuses personnes au sein du Ministère sont de cet avis. Nous avons des succès avec notre série de forums et nous cherchons toujours des façons de permettre aux gens de se réunir.

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Un des problèmes les plus sérieux du Ministère sont les heures de travail, un phénomène qui fait un peu partie de la culture de l'entreprise.

Je suis convaincu que bien des tâches que nous effectuons par tradition seraient tout aussi bien remplies localement et à moindre coût, ce qui nous permettrait de nous concentrer sur nos tâches prioritaires, sans réduction de personnel et en accomplissant un meilleur travail.

Le ministère va-t-il créer des programmes de formation qui permettent aux femmes de progresser vers d'autres catégories ?

Quel pourcentage nous faut-il pour éliminer les barrières invisibles qui empêchent le travail et la famille de former un tout harmonieux ?



Barbara Bloor accueille Alain Gourd à la conférence



Stéphane Perrin interroge le sous-ministre pendant la déjeuner

Si les directeurs étaient mieux
 informés, ils pourraient mieux
 comprendre les besoins des
 clients et les offrir des services
 plus adaptés.

formation pourrait jeter un peu de lumière sur un tel système. Une simple base de données permettant d'illustrer à qui, quand et où est dispensée la formation pourrait servir de point de départ à une discussion portant sur le financement de la formation.

Une analyse objective des programmes de bourses ne nous permet pas de conclure que le système est en crise. Les données nous montrent que le système est en train de fonctionner. Les données nous montrent que le système est en train de fonctionner. Les données nous montrent que le système est en train de fonctionner.

nécessaire à l'avancement et sont plus souvent retenus pour une promotion. Une telle situation pourrait être attribuable à l'existence d'un réseau informel qui récompense ses membres pour maintenir le statu quo, un statu quo qui aurait dû être renversé il y

considèrent que bien des problèmes n'ont rien à faire avec le sexe.



Les participants principaux de ce projet de recherche ont été les personnes âgées de 65 ans et plus, résidant dans une communauté de soins de longue durée.

[illegible][illegible]

de l'apprentissage, d'un mentor, d'un modèle de collègue. La constitution de réseaux peut donc faciliter l'insertion dans le milieu des affaires mais elle est le plus souvent insuffisante et l'administration fait trop peu pour qu'elle devienne formelle. La vie familiale, considérée

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4	Place à la comédie avec le Théâtre Parmimon
4	Questions de l'heure
4	Rebattes en atelier
5	Contourner les obstacles : recommandations au MDC

« Cette conférence déborde d'abord du groupe de travail sur les obstacles rencontrés par les femmes dans la fonction publique, l'énergie, l'entrepreneuriat et la créativité. Les participants en ont fait un outil de premier abord pour aborder les questions brûlantes qui touchent les collectivités ».

L'out employé doit surmonter certains obstacles au cours de sa carrière. Certaines

Il n'y a pas de doute : les personnes qui souffrent de troubles mentaux ont des difficultés à trouver un emploi. Mais les employeurs ont-ils le droit de les obliger à se faire soigner ?

« L'image est importante. Une fois qu'un employé est perdu d'une certaine façon, il est très difficile de modifier ces perceptions. Un employé peut être trop facilement marqué à vie par un supérieur immédiat. Voilà pourquoi les programmes de perfectionnement et de transition sont si importants, qu'il s'agisse de partenariat, de mutations latérales ou de contacts ».

des échelons d'administration plus élevés ou l'employé peut faire valoir ses opinions et être exposé à de nouvelles idées. Nous pouvons tous profiter d'une meilleure visibilité, non seulement pour sortir de notre petit monde immédiat mais aussi pour être perçus sous un autre jour et pour communiquer d'égal à égal.

orque la sous-ministre
 adjoite Baharava
 proposé une durée
 conférence au Ministère, les cadres
 s'empêchent et les quelque 200
 employés se rallient et crie à l'embûche
 Les paraplégiques se renouvellent
 le 21 janvier pour discuter de leurs
 problèmes et partager de leurs
 connaissances quant aux problèmes qui
 touchent au MDCC

« Je me suis un devoir de rapport-
ter les résultats de cette conférence
au comité des cadres supérieurs
afin de leur laisser savoir ce que
ressentent les femmes du MDC.
Une prochaine étape serait la tenue
d'autres conférences, le suivi de
certaines propositions, l'analyse de
certains programmes ou la création
de nouveaux. »

[illegible]

À la fin des discussions, il est devenu évident que les hommes et les femmes ne se posent pas les mêmes questions, n'ont pas les mêmes attitudes et n'ont rien à voir avec le sexe.



suite a la page 2

L'auditoire interesse
participe au forum.